

Project Management Plan

For the

Snoqualmie River Flood Damage Reduction Project

At

Snoqualmie

A Cooperative Project by:



King County

Department of Natural Resources and Parks
Water and Land Resources Division

December 24, 2002

Project Management Plan
Snoqualmie River Flood Damage Reduction
Continuing Authorities Program Section 205
December 24, 2002

1. Purpose

The Project Management Plan (PMP) is a roadmap for quality project delivery. The PMP helps the Project Delivery Team (PDT) maintain a constant focus toward project delivery and the customers' needs, wants and expectations. The PMP is an agreement between USACE, the County, and the City that defines the project partners' roles and desired outcomes. The Corps Project Manager, in cooperation with the County and the City, has developed this PMP and will maintain it. The signatures at the end of this document show that the project partners endorse the contents of the PMP.

To be an effective management and communication tool, the plan must be a living document that is updated as conditions change; however, the basic structure of the partnership must be fixed as agreed. In order to accomplish this, the PMP, except for the attachments, is intended to be a static document. The attachments present the latest information on scope changes, staff assignments, schedule, and budget. The attachments will be updated as needed. At a minimum, the Corps PM will review the PMP quarterly and as major milestones are achieved. Major milestones include signing the PCA, certification of lands, and bid opening. The schedule is dependent on the dates of these milestones.

2. Definitions

PCA: Project Cooperation Agreement. The PCA is the formal agreement between the Corps and the County for construction of the project. The PCA defines roles and responsibilities of the two agencies. Although the PCA identifies the County as the sole local sponsor, the roles and responsibilities of local sponsorship are being shared with the City of Snoqualmie according to an Interlocal Agreement (ILA) between the two local governments.

PDT: Project Delivery Team. The project delivery team is the team that is empowered to complete the project, and includes whatever personnel are required to accomplish this. The PDT includes staff from the Corps, the County, and the City.

PM: Project Manager. A PM is appointed by each of the partner agencies. Each PM is that agency's representative and point of contact for the project.

PCT: Project Coordination Team. The PCT is defined by language in the PCA, and is further clarified in section 4 of this PMP. The PCT will generally oversee the implementation of the project, and will serve a forum to coordinate the needs and desires of the partner agencies.

Project Partners. The project is a partnership between the Corps of Engineers, King County, and the City of Snoqualmie. These three agencies are funding the project, and each will realize benefits from the implementation of the project.

3. Project Description and Scope

The project description and background material has been presented in detail in the “Final Detailed Project Report and Environmental Assessment for the Snoqualmie River at Snoqualmie Flood Damage Reduction Study, King County, Washington” dated December, 1999. The approved plan consists of the following elements:

Element:	Description:	Lead Agency:
Channel widening	Right and left bank channel widening of the Snoqualmie River downstream of the city of Snoqualmie and immediately upstream of Snoqualmie Falls.	Corps
Railroad bridge removal	The removal of an abandoned railroad bridge near the city of Snoqualmie, a portion of which has already collapsed into the Snoqualmie River. <i>The removal of the right bank trestle has since been removed from project, see Attachment A.</i>	Corps
Launch stone	Installation of a “launch stone” bank protection feature. <i>This feature has since been removed from project, see Attachment A.</i>	Corps
Mitigation for Fish Impacts	Modeling effort for Snohomish County’s proposed restoration actions.	Corps
Assist downstream homeowners	Monetary assistance to downstream homeowners to share in cost of floodproofing structures that could be affected by the predicted small increase in downstream peak flood flow.	King County

Any feature not included in the approved plan is not in scope. Changes to the approved plan are not anticipated.

The Project Coordination Team (see below) will determine scope changes. Scope changes must fit within the description of the approved plan, and relate to how the plan will be achieved. Scope changes, their impacts to the project and their lead agencies will be recorded in Attachment A.

4. Decision Making Process

In general, the decision making process follows this path:

1. Project PMs decide by consensus, or
2. PCT decides by consensus, or
3. PCT decides by vote, or,
4. Issue is elevated to executive level if this process does not meet the needs of the project.

Daily management of the project will be by consensus agreement between the project partner PMs. The PMs represent the partner agencies and may make decisions within the authority each agency gives its PM. When the authority of the PMs is insufficient, or when the PMs do not have consensus, decision making is elevated to the Project Coordination Team, which consists of the three PMs and one higher manager from each agency. The Project Coordination Team is described in more detail below.

The project coordination team (PCT) is discussed in Article V of the PCA. This explanation of the PCT does not modify the PCA, it is meant to reinforce and add details to it where needed.

The PCT is a supplement to the project management authority of the PMs. To the maximum extent possible, it is anticipated that the PMs will manage the project. The PCT is intended to offer authority beyond that of the PMs, and a means to resolve issues on which there is not consensus between the PMs.

The sponsor and the government shall appoint senior representatives to the PCT. The team will meet regularly from after signing of the PCA until the end of construction. The Corps' and County's project managers shall co-chair the PCT. For the Snoqualmie River Project, the PCT will consist of each agency's PM and one additional member representing each agency. Each of the three parties will have discretion to appoint their two representatives or to revise those appointments, and will advise the other parties when such appointments are made.

The PCT will set its own meeting schedule. In addition to regularly-scheduled meetings, the PCT may occasionally need to meet on short notice. The PCT can conduct business whenever a quorum exists and, for this purpose, a quorum exists whenever each of the three parties is represented by at least one PCT member in attendance.

The PCT will attempt to reach unanimous consensus among all three Parties for all significant project issues it chooses to address. When this consensus is not achieved, then the PCT will make decisions on the basis of a simple majority vote among the members present. If a vote ends in a tie, then the PCT will vote again with each of the three Parties' PCT delegations casting only one vote.

The project managers shall keep the PCT informed of construction progress and of significant pending issues and actions, and shall seek the views of the PCT on matters that the PCT generally oversees. Paragraph C of Article V states that the PCT generally oversees the project and lists many different types of issues that could come up in the course of the project. The PCT will not manage the construction contract; this is the job

of the Corps Construction Branch, represented on-site by the Quality Assurance Representative (QAR). However, the PCT role is to oversee the entire construction process. To the extent that the PCT acts to guide construction, that guidance will be given through the QAR rather than directly to the contractor.

The PCT will address such items as unexpected site conditions, change orders, and cost overruns that may require a deviation from the construction contract. Safety issues are of particular importance for the Snoqualmie Project. Any member of the PDT who notices a significant safety issue is encouraged to immediately report this unsafe condition to the Corps QAR in order to seek an immediate halt to the unsafe practice. For less urgent items such as unexpected site conditions, change orders, and cost overruns, the PCT will meet as quickly as possible to discuss the matter and formulate a recommendation. The PCT recommendation will first go to the Corps QAR or Corps CAP supervisor, depending on the nature of the recommendation. If these avenues prove unsatisfactory to the PCT, then the recommendation can go to the Corps District Engineer.

The PCT may make recommendations that it deems warranted to the District Engineer, including suggestions to avoid potential disputes. The government in good faith shall consider the recommendations of the PCT. Every effort will be made to implement the recommendations of the PCT. If the Corps cannot fully implement the PCT recommendation, then as soon as possible a clear statement from the Corps will be given to the PCT explaining the legal reason why the PCT recommendation cannot be met.

The costs of participation in the PCT shall be included in total project costs and cost shared in accordance with the provisions of the PCA. At present, the Corps estimates that participation in the PCT will be approximately \$100,000, of which \$67,000 will go to the sponsor.

The intent of the PCT is not to create meetings but to make certain that the interests of the City and County are fully considered throughout the project. As such, quick informal meetings or even telephone calls with Corps reps, such as the construction manager or CAP supervisor to discuss matters of concern, are encouraged.







In the event that one or more of the project partners feels that the process described in this plan does not address their concerns, or that the project is not proceeding well, and the PCT is unable to resolve the problem, then the dispute shall be elevated to the highest level possible for negotiation. The project team anticipates that disputes of this nature will be elevated directly to the District Engineer, the County Executive, and the Mayor of Snoqualmie.

5. Agency Coordination

The partners wish to quickly resolve any questions or concerns that the various permit agencies may pose during construction. In addition, the partners wish to assure compliance with conditions imposed by these agencies, and to have interactions with

each agency fit within a larger project context. Therefore, the partners will rely upon a single point of contact to deal with each agency or, failing that, to track such dealings.

The following table relates various agencies to the partner taking responsibility for each relationship. To the extent practical, all agency communication will be routed through that point of contact. When that is not practical, any communication will be promptly reported to the point of contact. In turn, the point of contact shall provide thorough reports to the PCT on project interactions with each agency.

Responsible Partner	Outside Agencies
U.S. Army Corps of Engineers	 Snoqualmie Tribe  National Marine Fisheries Service  United States Fish and Wildlife Service  Washington State Department of Ecology
King County	 Washington State Department of Fish and Wildlife
City of Snoqualmie	 City of Snoqualmie

Any correspondence with any outside agency is to be copied to the PMs.

6. Communication Plan

Communication during the construction phase will include regular meetings and regular written updates. At a minimum:

1. The Project Coordination Team will meet regularly as decided by the PCT. Weekly meetings are anticipated in the early phases of construction, but subsequent meetings may be more or less frequent as the situation requires. The City will provide a staff member to prepare and distribute draft meeting notes for comments, followed by final notes.
2. The Corps PM will distribute a weekly construction progress status email. The email will include information on current construction activities and recent accomplishments.
3. Construction Branch will schedule weekly construction meetings with the contractor. Project team members, as well as PSE and Lodge staff, are invited so that the team has the most current information on daily construction activities such as blasting schedule.
4. In addition to the weekly construction meetings, additional meetings will be scheduled as needed to prepare for and coordinate upcoming construction work.

5. On days that blasting is to occur, the Corps and the contractor will work with Puget Sound Energy to make certain that PSE has sufficient notice to allow for appropriate safety precautions. Before each blast, the contractor and the Corps will request and wait for an affirmative report from PSE that appropriate precautions have been taken.
6. Corps involvement with media will be on an “inquiry only” basis. Leslie Kaye will coordinate internal Corps communications media. This refers to internal Corps newsletters.
7. The County or the City may issue press releases that involve the project. Before release, any such materials will be circulated to the PCT and to the Public Affairs contact people for all three parties, giving a reasonable time for review and comment.

7. On-site contractor coordination

All coordination with the contractor will be through the Corps on-site Quality Assurance Representative (QAR). The project partners anticipate that the PMs will be on-site on a daily basis, and will participate in construction decisions on-site. The PMs recognize that communications with the contractor must be through the QAR. At a minimum, the QAR should be present for any conversation with the contractor.

The site will be open to visitors from the County and City. In addition, some personnel from other agencies may have business on site. Because of safety concerns, all visitors must sign in at the construction trailer, contact the QAR for admission to the site and wear proper safety gear. All visitors will be subject to the safety requirements as determined by the QAR.

8. O&M manual

The Corps PM will oversee preparation of the O&M manual for the project. The PCT will review and approve the manual. The O&M manual will include requirements for maintaining the flood damage reduction function of the project and also as-builts from the construction contractor. In general, the Corps considers the project to be complete on approval of the O&M manual by the PCT, and will perform final accounting of the project at that time.

9. Change Management

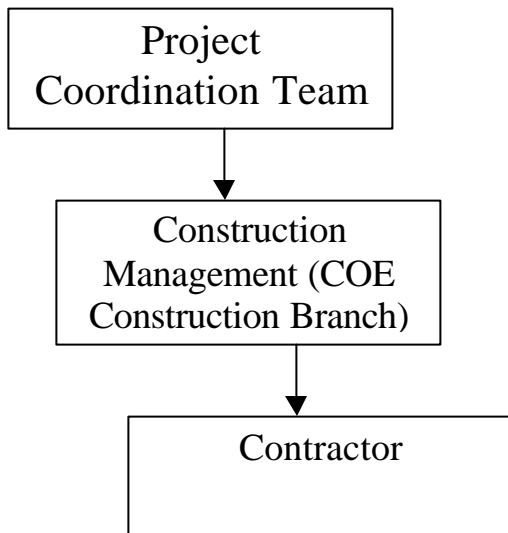
This section addresses project changes that require changes to the PMP. A project change is generally a change that impacts the scope, schedule, or budget. This section also applies to contract changes.

The construction contractor, Construction Branch, or the customers usually initiate changes during construction. Any team member or stakeholder may suggest a change for consideration, as well. The Project Coordination Team will review all changes for approval, and can approve or reject any change that does not increase the project budget.

Increases in the project budget must receive individual approval from each of the funding partners.

1. Present change to PCT
2. PM gathers sufficient info to analyze change, presents to PCT
3. PCT makes its recommendation, or seeks input from other decision makers
4. Appropriate decision makers consulted, if the PCT recommendation requires approval by others
5. Decision is made
6. If decision differs from PCT recommendation, return to step 2
7. Decision and impacts communicated to appropriate team members
8. Change is documented in PMP attachments, if it affects project scope, schedule, or budget


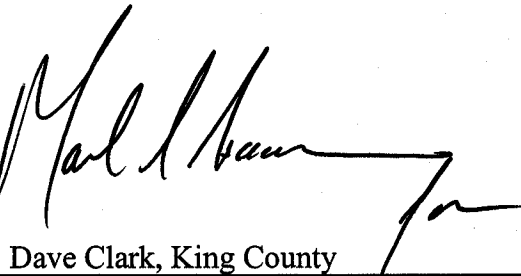
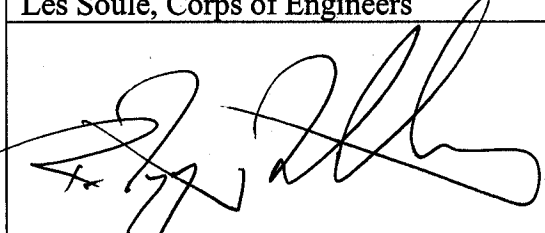
The Corps PM will coordinate implementation of any approved changes that are to be cost-shared, or that involve the Corps construction contractor. The chain of command for the construction contract is:



10. Good Faith Commitment.

This Project Management Plan represents our good-faith commitment that all Parties shall abide by these terms to the greatest extent possible. Further, our signatures on this PMP constitute our clear direction that all project staff shall follow not only the letter of this PMP but also the cooperative spirit in which it is adopted.

Signatures:

<p>12-27-02</p>  <p>Les Soule, Corps of Engineers</p>	 <p>Dave Clark, King County</p>
 <p>R. Fuzzy Fletcher Gary Armstrong, City of Snoqualmie</p>	

ATTACHMENT A

Scope Changes

Updated December 23, 2002

June, 2002:

In June 2002 two project elements that were included in the December 1999 feasibility report were dropped from consideration as a cost cutting measure. The removal of the railroad trestle on the right bank has been removed from the project by agreement between the three project partners. Also, the “launch stone” feature has been removed from the project by agreement between the three project partners. This does not affect the schedule but does decrease the cost by \$544,000.

August 22, 2002:

The Water Quality Certificate (401 permit) requires the following mitigation features, which are therefore added to the project scope:

- ? Removal of the Weyerhaeuser berm,
- ? Planting replacement riparian trees, and
- ? Mitigate impacts to downstream fish

The cost and schedule impacts of these changes have not yet been quantified. The City is the lead agency for the berm removal, the Corps and the City share the lead on the trees, and the Corps is the lead on the downstream mitigation (which was better defined on December 23, 2002). The Corps and the City share the tree element because the current proposal is for the Corps to purchase the trees and provide them to the City, which will presumably find volunteer labor to plant them on City property. The tree element could revert to Corps responsibility if the Corps is to plant them. The project partners are not funding removal of the Weyerhaeuser berm, but the City is in closest contact with Weyerhaeuser. If additional mitigation is required due to a failure to remove the berm, it will be addressed as a scope change.

December 23, 2002:

Pursuant to negotiations with WDFW over downstream impacts to fish, as required in the WQC, the scope has been changed to include mitigation for that impact.

- ? Review an existing 2-D model of the Snohomish River near its Skykomish confluence and perform 12 runs of scenarios to be developed in consultation with Snohomish County.
- ? Create a new 2-D model of the Snoqualmie River near its Skykomish confluence and perform 6 runs of scenarios to be developed in consultation with Snohomish County.

In addition, the Corps has agreed to pursue additional modeling help for Snohomish County to consider project scenarios in the Snohomish estuary. The estuary modeling is not part of the Snoqualmie 205, which will provide no cost share for that work.

The lead agency for this effort is the Corps. The impact to the project is the additional cost of the modeling. Combined with the August 22nd scope change, the cost increase is estimated at \$100,000. Also, this work could extend beyond the construction time frame. This is not a scheduling impact in the sense of delaying critical work, but it may extend the overall schedule.

ATTACHMENT B
Project Delivery Team.

Updated December 23, 2002

<u>Position</u>	<u>Name</u>	<u>Phone</u>
King County:		
PM, PCT member	Tom Bean	(206) 296-8377
PCT member	Dave Clark	(206) 296-8388
Real estate	Becky Martin	(206) 296-7817
Attorney	Joe Rochelle	(206) 296-0430
Ecologist	Arny Stonkus	(206) 296-8385
Media Relations	Logan Harris	(206) 263-6550
City of Snoqualmie:		
PM, PCT member	Kirk Holmes	425-831-4919, ext 12
PCT member	Gary Armstrong	(425) 888-1555
Attorney	Pat Anderson	425-831-1888
Puget Sound Energy		
	Ben Hodge	425-462-3923
	Wayne Porter	425-462-3073
Salish Lodge		
Agency Stakeholders		
US Fish and Wildlife Service	Gwill Ging	360-753-6041
NMFS	Tom Sibley	206-526-4446
WDE	Jeannie Summerhays	425-649-7096
WDE	Alice Kelly	425-649-7145
WDF&W	Doug Hennick	425-379-2303
DNR	Sharon Holley	360-802-7070 ext 2606
Jennifer Dunn's Office	Julie Sund	206-275-3438
Snoqualmie Tribe		
	Ian Kanair	425-333-6551
	Matt Matson	425-222-6900
Project Management:		
Project Manager, PM, PCT member	Paul Cooke	(206) 764-3622

Position	Name	Phone
Technical lead	Tim Shaw	(206) 764-6978
Program Manager, PCT member	Les Soule	(206) 764-3699
Budget Analyst	David Adams	(206) 764-3786
Corps Technical Staff:		
H&H	Dennis Mekkers	(206) 764-6562
Civil	Monte Kaiser	(206) 764-6194
Geology	Suzanne Hess	(206) 764-3208
Contract specifications	Les Lorang	(206) 764-3719
CADD	Donald Markey	(206) 764-6574
Environmental coordinator	Mike Scuderi	(206) 764-7205
Economics	Jim Smith	(206) 764-3646
Real Estate Specialist	Kevin Kane	(206) 764-6652
Real Estate attorney	Bruce Rohde	(206) 764-3797
Cost Estimating	Sonny Neumiller	(206) 764-3672
Office of Counsel	Ann Gerner	764-3733
Public Affairs	Leslie Kaye	(206) 764-3751
Contracting :		
Contracting Supervisor	Sharon Gonzalez	(206) 764-6696
Contract Specialist	TBD	
Contracting Officer (CO)	Cheryl Anderson	(206) 764-6575
Construction:		
Resident Engineer, COR	George Henry	(206) 764-3671
Project Engineer	Marilyn Eleno	253-966-4387
Quality Assurance (QAR)	TBD	
Corps Management		
CAP Supervisor	Les Soule	(206) 764-3699
District Engineer	COL Ralph Graves	(206) 764-3690

The Corps, the County, and the City are the funding partners. The project is a cooperative effort between these three agencies. The PMs for each of the partners are, jointly, the primary decision-makers for the project.

Puget Sound Energy (PSE) is a member of the Project Delivery Team as the owner of much of the project site and a project stakeholder. PSE facilities and operations may be impacted by the work, and the facilities will be inspected as part of the blasting operation.

The Salish Lodge is a member of the Project Delivery Team as a concerned neighbor, and as the owner of facilities that will be inspected as part of the blasting operation.

ATTACHMENT C
Schedule.

Updated December 24, 2002

Task	Start	Finish	Original Schedule	Status/Notes
<u>P&S phase:</u>				
Permits		Aug 22, '02	Aug 22, '02	DONE
Construction/PCA approval		Sep 6, '02	Sep 6, '02	DONE
Sign PCA		Jan 13, '03	Jan 13, '03	Joint signing ceremony?
PSE comments resolved		Jan 15, '03	Jan 15, '03	COE lead action, In Progress
County obtains land	Jan 15, '03	Feb 14, '03	Feb 14, '03	30 days
Corps certifies land	Feb 14, '03	Mar 14, '03	Mar 14, '03	4 weeks
Obtain Local Funds	Feb 14, '03	Mar 7, '03	Mar 7, '03	Request local funds based on budget
Route Form 1	Mar 14, '03	Mar 17, '03	Mar 17, '03	1 week
Pre-solicitation	Feb 14, '03	Mar 7, '03	Mar 7, '03	21 calendar days, do during certification
Advertisement	Mar 24, '03	Apr 23, '03	Apr 23, '03	30 calendar days minimum, schedule 45 days
Obtain Federal funds	Apr 23, '03	Apr 30, '03	Apr 30, '03	Request fed funds based on low bid
Award	Apr 23, '03	May 14, '03	May 14, '03	3 weeks from bid opening
<u>Construction Phase:</u>				Starts with contract award
Notice to Proceed	May 14, '03	Jun 4, '03	Jun 4, '03	3 weeks

Task	Start	Finish	Original Schedule	Status/Notes
Plan and submittals from contractor	Jun 5, '03	Jul 7, '03	Jul 7, '03	30 days
Plan and submittal approvals	Jul 8, '03	Sep 5, '03	Sep 5, '03	60 days
Pre-construction meeting with DOE		2 weeks prior to work	2 weeks prior to work	401 requirement
Pre-construction notice to Alice Kelly, DOE		Not later than 3 days prior to first work day	Not later than 3 days prior to first work day	401 requirement
Contractor starts physical construction	Not earlier than Sep 5, '03.			Follows submittal approval. This does not allow construction in '03.
Upper-bank excavation (above OHW)	June 6, '03	July 1, '04	July 1, '04	Schedule may change per contractor submittals
In-water construction (fish window)	July 1, '03	September 15, '04	September 15, '04	In-water work allowed only between July 1 and September 15 of any year.
Upper-bank reconstruction (above OHW)	September 15, '04	October 31, '04	October 31, '04	Schedule may change per contractor submittals

ATTACHMENT D
Budget

Updated December 23, 2002

Task	Budget	FY01	FY02	FY03	FY04	FY05	Balance	Funded Work Item	Ordering Work Item	Work Category Code	Work Category Element
Plans & Specs	\$ 464,000		\$ 399,000	\$ 65,000							
P&S sub-totals	\$ 464,000		\$ 399,000	\$ 65,000							
Construction											
Federal Expenses:											
- Construction Contracts	\$ 1,727,000			\$ 1,727,000	\$ -	\$ -	\$ -			09400	WL000
- S&A	\$ 230,000			\$ 230,000	\$ -	\$ -	\$ -			3100F	WK000
- Project Coordination Team	\$ 33,000			\$ 33,000	\$ -	\$ -	\$ -			3100F	WK000
- PM	\$ 20,000			\$ 15,000	\$ 5,000	\$ -	\$ -			30E0F	Z0000
- Environmental Coordination	\$ 20,000			\$ 20,000	\$ -	\$ -	\$ -			30DCF	WD000
- Real Estate	\$ 20,000			\$ 10,000	\$ 10,000	\$ -	\$ -			0100F	WC000
- Monitoring	\$ 38,000			\$ -		\$ -	\$ 38,000			30DCJ	WD000
- Offsite mitigation	\$ 100,000			\$ 30,000	\$ 70,000					09400	WL000
- Contingency	\$ 217,000			\$ 180,000	\$ 37,000	\$ -	\$ -				
Creditable local expenses:											
- PCT	\$ 67,000			\$ 67,000							
- Downstream Mitigation Fund	\$ 150,000			\$ 150,000	\$ -	\$ -	\$ -				
- Utility relocations	\$ 350,000			\$ 350,000							
- LERRD cost	\$ 290,000			\$ 290,000	\$ -	\$ -	\$ -				
Construction sub-totals:	\$ 3,262,000			\$ 3,102,000	\$ 122,000	\$ -	\$ 38,000				
Total Project Cost	\$ 3,726,000										
Local Cash Due to Corps	\$ 447,100			\$ 391,100	\$ 42,700	\$ -	\$ 13,300				
Fed Cash Requirement	\$ 2,856,900		\$ 399,000	\$ 2,353,900	\$ 79,300	\$ -	\$ 24,700				

Budget status updates: The budget will be tracked to the detail shown in this section, and budget status updates will show this same detail. The basic budget will be set when the bids are opened, and the budget will be tracked against that basic budget to show growth.

Budget changes. Changes that do not increase the budget can be approved by the PCT. Changes that increase the budget must have the approval of each of the three funding agencies. The contingency funding is intended to provide PCT leeway in decision-making.